

GA 1987

MC&G CONFERENCE KEYNOTE ADDRESS -- 7

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UNCLASSIFIED

VIEWGRAPH 1- DMA SEAL

GOOD MORNING, LADIES AND GENTLEMEN. I'M PLEASED THIS MORNING TO WELCOME NOT ONLY OUR HONORED GUESTS BUT ALSO MEMBERS OF THE MAPPING, CHARTING, AND GEODESY COMMUNITY. I ALSO WANT TO RECOGNIZE THE DEDICATED PERSONNEL OF DMA HERE TODAY. I ASK YOU, THE PARTICIPANTS OF THIS CONFERENCE, TO MAKE MAXIMUM USE OF THE TIME WE HAVE TOGETHER TO SEEK SOLUTIONS TO OUR COMMON PROBLEMS AND I ENCOURAGE CANDID EXCHANGES OF INFORMATION AMONG THE VARIOUS GROUPS. WE MUST MUTUALLY UNDERSTAND THE REQUIREMENTS, AND THE PROBLEMS AND SOLUTIONS THAT FLOW FROM THE CHALLENGES THAT FACE OUR COMMUNITY.

VIEWGRAPH 2 - RESPONSIVE AND RESPONSIBLE COMBAT SUPPORT

OUR PRIMARY MISSION AT DMA IS, SIMPLY, COMBAT SUPPORT. AS MANY OF YOU ARE AWARE, I SPENT A NUMBER OF YEARS IN AIR FORCE AND JOINT PLANS AND OPERATIONS, WHERE DMA'S PRODUCTS ARE OFTEN THE KEY TO GETTING THE JOB DONE AND DONE EFFICIENTLY. TWO WORDS HAVE BECOME AN IMPORTANT PART OF MY VOCABULARY IN THE PAST FEW YEARS - "TIMELY AND TAILORED" -

PARTICULARLY AS THOSE WORDS APPLY TO OUR PRINCIPAL CUSTOMERS, THE U&S COMMANDS AND THEIR COMBATANT COMPONENTS. SUPPORT THAT IS NOT TAILORED IS INEFFICIENT SUPPORT AND SUPPORT THAT IS NOT TIMELY IS NO SUPPORT AT ALL. IN TAILORING, WE MUST MAINTAIN OUR ABILITY TO PROVIDE ACCURATE PRODUCTS THAT ARE CURRENT, USEABLE, AND MOST OF ALL AFFORDABLE. HAVING TAILORED OUR SUPPORT, WE COLLECTIVELY MUST USE THE PRIORITIES AND DELIVER THE MOST NEEDED SUPPORT INTO THE HANDS OF OUR USERS IN A TIMELY FASHION.

#### VIEWGRAPH 3- F-111

IN MY BRIEF TIME AS DMA'S DIRECTOR, AND IN MY FORMER JOBS, ONE THING HAS STOOD OUT -- THIS AGENCY HAS REPEATEDLY DEMONSTRATED ITS ABILITY TO DELIVER SUPPORT FOR CRISES.

IN THE LIBYAN RAID LAST YEAR,

#### VIEWGRAPH 4-LIGHT CRUISER

IN THE PERSIAN GULF NOW, AND IN MANY OTHER LESS VISIBLE CRISES, DMA HAS, FREQUENTLY ON VERY SHORT NOTICE, PROVIDED THE MEANS FOR COMBATANT FORCES TO GET THEIR JOB DONE. CRISIS SUPPORT EXACTS A HIGH PRICE BY DISRUPTING A CAREFULLY-PLANNED PRODUCTION PROGRAM. WE WILL PAY THAT PRICE TO

PROVIDE THAT SUPPORT, BUT WE MUST NOT DEPEND ON A CRISIS.  
SURGE CAPABILITY TO BAIL OUT INEFFECTIVE PLANNING.

#### VIEWGRAPH 5- EXERCISES

ONE OF THE BEST MEANS WE HAVE USED AND WILL CONTINUE TO USE FOR UNDERSTANDING AND SUPPORTING OUR COMBATANT FORCES IS EXERCISES. WE SUPPORT DOZENS OF U&S EXERCISES AND WE PARTICIPATE DIRECTLY IN MANY OF THEM. WE ARE TAKING THE LESSONS LEARNED FROM THESE BRIEF SCENARIOS AND APPLYING THEM THROUGHOUT THE AGENCY.

#### VIEWGRAPH 6- THE CHALLENGE OF CHANGE

WE ARE ALL SURROUNDED BY A STEADY STREAM OF CHANGE AND SOME MIGHT ARGUE THAT IT IS SEVERE TURBULENCE. OUR CHALLENGE, WHETHER IT BE RESOURCES, NEW PRODUCTION TECHNIQUES, NEW WEAPONS TECHNOLOGY, POLICIES OR ORGANIZATIONS, IS TO EFFECTIVELY MANAGE THAT CHANGE TO IMPROVE OUR SUPPORT OF THE USER. DMA IS IN THE MIDST OF A PERIOD OF CHANGE GREATER THAN EVER BEFORE. LET'S TAKE A BRIEF LOOK AT SOME OF THE CHANGES WE HAVE INHERITED, ARE CAUSING, OR EXPECT TO ENCOUNTER.

#### VIEWGRAPH 7- RESOURCE LIMITS

EACH DAY WE READ ABOUT THE STRUGGLE THAT OUR GOVERNMENT IS HAVING WITH THE BUDGET DEFICIT AND THE ONGOING DEBATE IN CONGRESS OVER DEPARTMENT OF DEFENSE WEAPON COSTS.

REGARDLESS OF HOW YOU WOULD PERSONALLY SETTLE THOSE DEBATES IF IT WERE IN YOUR POWER, WHAT IS CLEAR IS THAT WE IN DOD ARE ALL IN FOR A PERIOD OF RESOURCE LIMITATIONS THAT WILL REQUIRE SOME DIFFICULT, PERHAPS PAINFUL, DECISIONS.

WE, THE MC&G COMMUNITY, MUST WORK WITHIN THOSE LIMITS. WE DO, HOWEVER, HAVE SOME VALUABLE TOOLS AT OUR DISPOSAL. SOME EXAMPLES INCLUDE:

REQUIREMENTS SCRUB - - LAST YEAR WE ASKED ALL SUBMITTERS OF MC&G AREA REQUIREMENTS TO GIVE THEIR NEEDS A THOROUGH SCRUB, EVEN TO THE EXTENT OF STARTING FROM A ZERO BASELINE. IN 1986, OUR REQUIREMENTS GREW \$170 MILLION DESPITE EFFORTS TO ZERO-BASE. THIS YEAR, YOU CAME THROUGH. OVERALL, 1987'S STATED REQUIREMENTS DROPPED \$25 MILLION FROM THE PRIOR YEAR'S LEVEL. WE CAN ALL BE PROUD OF THESE RESULTS. THEY REPRESENT SIGNIFICANT EFFORT BY ALL COMMANDS. FOR EXAMPLE, SAC REDUCED REQUIREMENTS BY 1900 CELLS OF FEATURE ANALYSIS DATA THAT WOULD HAVE COST US BETWEEN \$60-80 MILLION TO MAKE. THAT KIND OF CAREFUL REVIEW IS REQUIRED IN THIS REDUCED RESOURCE ERA.

SECOND - - WITHIN THE STATED REQUIREMENTS, YOU -THE USERS - MUST PRIORITIZE CAREFULLY TO PRESENT YOUR REAL NEEDS. DMA WILL PRODUCE TO THOSE PRIORITIES.

THIRD - - WE URGE YOU TO USE OUR STANDARD DATA BASES. ANY NEW DATA BASE WITH WORLDWIDE IMPLICATIONS, EVEN WITH MODERATE LEVELS OF DETAIL, CAN COST SEVERAL HUNDRED MILLION DOLLARS.

WHEN YOU NEED DATA BEYOND OUR STANDARD SETS, FOR EXAMPLE, WITH EMERGING SMART AND BRILLIANT WEAPONS, WE MUST COLLECTIVELY DEFINE A MINIMUM NUMBER OF NEW DATA BASES CAPABLE OF SUPPORTING MANY SYSTEMS. WITHIN THE DOD COMMUNITY, WE JUST CANNOT AFFORD TO CREATE AND MAINTAIN SYSTEM-UNIQUE DATA.

#### VIEWGRAPH 8 - OUR INITIATIVES

ONE OF OUR GREATEST CHALLENGES IS TO MOVE TO A MODERNIZED PRODUCTION SYSTEM WHILE, AT THE SAME TIME, CONTINUING TO DELIVER USER-ORIENTED SUPPORT. WE ARE MAKING SIGNIFICANT PROGRESS IN THAT DIRECTION, AND I WANT TO SHARE WITH YOU SOME OF THESE EFFORTS.

#### VIEWGRAPH 9- FEATURE EXTRACTION SEGMENT

THE MARK 85 FEATURE EXTRACTION SEGMENT IS IN PLACE ALONG WITH ALL OTHER ELEMENTS OF MK 85 EXCEPT THE DATA INTEGRATION SEGMENT. OUR PEOPLE AT BOTH BROOKMONT AND ST. LOUIS ARE USING THE FEATURE EXTRACTION EQUIPMENT TO PRODUCE DIGITAL FEATURE ANALYSIS AND VERTICAL OBSTRUCTION DATA. WE WILL

EXPAND TO MAP AND CHART PRODUCTION BY THE END OF 1988. DMA HAS AT LAST STEPPED INTO A NEW ERA IN PRODUCTION.

#### VIEWGRAPH 10-CARTOGRAPHIC FINISHING EOP

THE DATA INTEGRATION SEGMENT WILL BE DELIVERED NEXT FEBRUARY. WE ARE ALSO ACCELERATING DELIVERY, FROM 1990 TO 1989, OF SOME MK 90 SCANNERS AND CARTOGRAPHIC FINISHING EQUIPMENT SIMILAR TO THE WORK STATION SHOWN HERE. THUS, WE ARE POSTURING OURSELVES TO STEP RAPIDLY INTO THE MK 90 ERA. THE CARTOGRAPHIC WORK STATION WILL BE CONNECTED TO THE FEATURE EXTRACTION SEGMENT TO GIVE US A POWERFUL INTERIM TOOL FOR MAKING TERRAIN ANALYSIS PRODUCTS.

#### VIEWGRAPH 11- FULCRUM

IN 1988, WE WILL TEST A DEPLOYABLE DIGITAL DATA BASE CONCEPT CALLED MK 85.1. MK 85.1 WILL PUT SEPARATE REGIONAL DATA BASES SUCH AS DTED, DFAD, AND SCANNED MAP DATA ON OPTICAL DISKS FOR MANIPULATION ON VARIOUS WORK STATIONS, SUCH AS THE FULCRUM. MK 85.1 CAN BE CONSIDERED A SIMPLIFIED PRECURSOR OF MK 90.1, WHICH WILL BE A DEPLOYABLE VERSION OF OUR MK 90 INTEGRATED LAYERED DATA BASE AND WILL REQUIRE A MORE SOPHISTICATED WORK STATION, SIMILAR TO THE CARTOGRAPHIC FINISHING EQUIPMENT SHOWN ON THE PREVIOUS SLIDE, FOR LOCAL USER MANIPULATION AND VALUE-ADDING.

BEFORE PROCEEDING, I WANT TO MENTION THE SYMPOSIUM PUT ON BY OUR SYSTEMS CENTER A FEW WEEKS AGO. IN ADDITION TO THE EQUIPMENT DISPLAYS, THERE WERE MANY EXCELLENT PRESENTATIONS HIGHLIGHTING EQUIPMENT, TECHNIQUES, AND INITIATIVES. THE PICTURES OF FULCRUM AND THE PICTURE OF A TYPICAL CARTOGRAPHIC WORK STATION WERE TAKEN AT THE SYMPOSIUM. WE COULD NOT BRING THE EQUIPMENT HERE, BUT HAVE INCLUDED SOME OF THE KEY PRESENTATIONS FROM THE SYMPOSIUM IN THIS CONFERENCE'S AGENDA FOR THOSE WHO WERE UNABLE TO ATTEND THE SYMPOSIUM.

#### VIEWGRAPH 12 - POLICY INITIATIVES

I MENTIONED TIMELINESS EARLIER - DMA HAS, WITHIN THE PAST YEAR, FORMALLY DOCUMENTED ITS POLICY OF 3-YEAR CURRENCY OF SOURCE. WE ALWAYS ATTEMPT TO PRODUCE CURRENT PRODUCTS, BUT IF WE CAN'T, WE WILL NOTIFY THE REQUESTING USERS AND GIVE THEM THE OPTION OF ACCEPTING AN OLDER SOURCE PRODUCT OR WAITING FOR NEWER MATERIAL. IN THE COMING MONTHS, UNTIL SOURCE CURRENCY CATCHES UP, WE WILL HAVE A NUMBER OF THESE ACTIONS.

THE SECOND POLICY INITIATIVE DEALS WITH RELEASE OF DMA DIGITAL DATA TO CONTRACTORS IN SUPPORT OF GOVERNMENT CONTRACTS. WE HAVE PUT CONTROLS ON RELEASE TO PREVENT MISUSE SUCH AS CHANGING THE DATA, USING IT FOR PURPOSES FOR WHICH IT WAS NOT DESIGNED, OR RESELLING IT. DATA BASES THAT ARE CHANGED

ARE NOT MAINTAINED BY DMA AND USERS COULD RECEIVE OUTDATED OR ERRONEOUS INFORMATION. WE MUST ALL ENSURE THAT THE DATA BASES RECEIVED FROM CONTRACTORS CAN BE SUPPORTED IN THE FUTURE. MY GENERAL COUNSEL WILL PRESENT A DETAILED DISCUSSION OF THIS TOMORROW.

### VIEWGRAPH 13- EMERGING PRODUCTS

A NUMBER OF DIGITAL TECHNOLOGIES ARE AFFECTING DMA AND ITS CUSTOMERS. RATHER THAN CREATING SYSTEM-UNIQUE SOLUTIONS THAT ARE WASTEFUL AND INEFFICIENT, WE HAVE TRIED TO DEFINE A MINIMUM SET OF NEW DATA BASES OR MEDIA CAPABLE OF SUPPORTING MANY SYSTEMS.

### VIEWGRAPH 14- CD-ROM DISK

WE ARE LOOKING AT NEW STORAGE AND DISTRIBUTION MEDIA FOR MC&G DIGITAL PRODUCTS. THE OPTICAL DISK IN THE FORM OF CD-ROM IS A HIGH-VOLUME, COMPACT, DATA MEDIUM. FOR EXAMPLE, OUR NEARLY WORLDWIDE DIGITAL TERRAIN ELEVATION DATA BASE CURRENTLY WOULD OCCUPY ABOUT 900 9-TRACK COMPUTER-COMPATIBLE TAPES; WE COULD PUT THE SAME INFORMATION ON 45 TO 50 CD-ROM DISKS. CD-ROM TECHNOLOGY WILL OFFER US AN OPPORTUNITY TO SCAN AND STORE A NUMBER OF NEW MAPS AND CHARTS IN RED-GREEN-BLUE RASTER FORMAT FOR THE AV-8B PROGRAM AND IN VECTOR FORMAT AS A REPLACEMENT FOR THE DIA WORLD DATA BANK 2. WE ARE ALSO LOOKING INTO SCAN/DIGITIZING



OUR EXISTING POINT-POSITIONING DATA BASES AND PUTTING THEM ON A HIGH-VOLUME MEDIUM LIKE THE CD-ROM.

THE FIRST TACTICAL TERRAIN DATA PROTOTYPE WILL BE ISSUED THIS DECEMBER AND OFFERS NOT ONLY A DIGITAL TERRAIN ANALYSIS CAPABILITY BUT ALSO THE FIRST USE OF MK 90 DATA STRUCTURES, MEDIA, AND EXCHANGE FORMATS IN A PRODUCT.

#### VIEWGRAPH 15-SS-X-24 RAIL-MOBILE ICBM

A SIGNIFICANT CHANGE IN AGENCY REQUIREMENTS IS BEING PROMPTED BY THE DEPLOYMENT OF SOVIET MOBILE MISSILES. SHOWN HERE IS THE SS-X-24 RAIL-MOBILE ICBM.

#### VIEWGRAPH 16-SS-25 ROAD MOBILE ICBM

THAT SYSTEM AND THIS SS-25 ROAD MOBILE ICBM HAVE CAUSED DMA, SAC, AND THE INTELLIGENCE COMMUNITIES TO SEARCH FOR A METHOD TO IDENTIFY AND DELIMIT POSSIBLE DEPLOYMENT AREAS. CANDIDATE METHODS USE THE CARTOGRAPHERS' AND TERRAIN ANALYSTS' SKILLS TO ASSIST THE INTELL ANALYSTS IN NARROWING THE AREA WHERE THE MISSILES CAN MANEUVER. OUR INITIAL RELOCATABLE TARGET DATA HAVE BEEN PROVIDED TO SAC AND WILL BE EXPANDED SO THAT SAC CAN HOLD THESE MISSILES AT RISK.

#### VIEWGRAPH 17-COMPOSITE JOG TO DEAD

WORKING WITH THE SIMULATOR COMMUNITY THIS PAST YEAR, DMA WAS ABLE TO IDENTIFY AN INTERIM PRODUCT BASED UPON DIGITIZING JOINT OPERATIONS GRAPHICS AND 1:50,000-SCALE MAPS FOR THE HIGHER RESOLUTION REQUIREMENTS OF TODAY'S SIMULATORS. THE ORIGINAL JOG OVER EGLIN AFB IN FLORIDA IS SHOWN ON THE LEFT, OUR DIGITIZED MANUSCRIPT IN THE CENTER, AND A TYPICAL VISUAL SIMULATION DERIVED FROM THE DATA ON THE RIGHT. THIS FIX PROMISES AN AFFORDABLE INTERIM WAY TO COMPLETE THE FEATURE ANALYSIS DATA BASE UNTIL WE CAN DEVELOP A LONG-TERM SOLUTION.

#### VIEWGRAPH 18- ORGANIZATIONAL CHANGES.

OUR ABILITY TO SORT OUT AND UNDERSTAND THE EMERGING DIGITAL REQUIREMENTS HAS BEEN STRENGTHENED BY SEVERAL ORGANIZATIONAL INITIATIVES.

WE NOW HAVE LIAISON OFFICERS IN THE MILITARY DEPARTMENT ACQUISITION OFFICES AND IN JCS, EUCOM, AND SAC. WE EXPECT TO PLACE OFFICERS IN CENTCOM/SOCOM THIS NEXT YEAR. THESE INDIVIDUALS PROVIDE VALUABLE EXPERIENCE TO THE COMMANDS ON MC&G MATTERS AND SERVE AS IMPORTANT INTERFACE POINTS FOR DMA.

OUR EXERCISES HAVE SHOWN THE NEED THE FOCUS ON A BETTER WHOLESALE AND RETAIL DISTRIBUTION EFFORT IF OUR ULTIMATE USER IN THE FOXHOLE, COCKPIT, OR ON THE BRIDGE IS TO GET HIS MAPS

AND CHARTS IN WARTIME. AT THE COMBAT SUPPORT CENTER WE HAVE STREAMLINED OUR REQUISITION PROCESSING AND HAVE R&D UNDERWAY TO MODERNIZE OUR WAR RESERVE AND INVENTORY MANAGEMENT PROCEDURES.

#### VIEWGRAPH 19- NEW HEADQUARTERS BUILDING

THE SYSTEMS CENTER EVOLVED FROM OUR SPECIAL PROJECT OFFICE FOR EXPLOITATION MODERNIZATION, BUT IT HAS TWO KEY NEW TASKS BEYOND MANAGING MK 90. FIRST, THE SYSTEMS CENTER IS THE SINGLE AGENT FOR THE AGENCY'S RESEARCH AND DEVELOPMENT EFFORT. SECOND, IT WILL PROVIDE CONFIGURATION MANAGEMENT OF ALL OUR MODERN HARDWARE AND SOFTWARE. SYSTEMS CENTER AND OUR OFFICE OF TELECOMMUNICATIONS WILL COLLOCATE WITH THE HEADQUARTERS LATE NEXT SUMMER IN A NEW BUILDING NEAR MERRIFIELD, VIRGINIA ON ROUTE 29 OUTSIDE THE BELTWAY.

LAST MONTH WE ANNOUNCED THE FORMATION IN RESTON, VIRGINIA OF A THIRD PRODUCTION CENTER. THE DMA RESTON CENTER WILL ALSO ACT AS THE INITIAL INSTALLATION, CHECKOUT, AND TEST LOCATION FOR THE FIRST OF THE MK 90 HARDWARE AND SOFTWARE. BY 1992, THE RESTON CENTER WILL HAVE GROWN FROM ITS CURRENT CADRE OF ABOUT 40 TO OVER 700 PERSONNEL.

#### VIEWGRAPH 20- OUR PEOPLE ARE IMPORTANT

PRODUCTS, CUSTOMER SUPPORT, AND NEW EQUIPMENT ARE NOT...  
WHAT MAKES ANY FUNCTION TICK - - IT'S PEOPLE WHO MAKE IT  
HAPPEN. DMA HAS A HIGHLY SKILLED, QUALITY WORKFORCE, BUT WE  
WILL HAVE A SPECIAL CHALLENGE AS WE MOVE INTO THE MK 90 ERA  
WITH ITS GREATER EMPHASIS ON MAN - MACHINE CARTOGRAPHY.  
QUALITY IS ALSO IMPORTANT IN THE MILITARY JOINT DUTY ARENA.  
BECAUSE OF OUR SMALL CORE OF MILITARY, EACH OFFICER AND  
ENLISTED PERSON MUST BRING STRONG SERVICE KNOWLEDGE AND  
WILLINGNESS TO LEAD AND SHARE INTO THE JOINT ENVIRONMENT.

#### VIEWGRAPH 21- WE HAVE HELP

WHILE OUR RESOURCE CONSTRAINTS WILL GET TOUGHER, WE HAVE  
SOME HELP.

A SIGNIFICANT PORTION OF OUR MC&G PRODUCTION, POSSIBLY THE  
EQUIVALENT OF THE OUTPUT FROM ONE OF OUR CENTERS, IS MET  
THROUGH EXCHANGES OF PRODUCTS AND SERVICES WITH OUR ALLIES  
AND FRIENDS. ON THURSDAY YOU WILL HEAR MORE DETAILS OF THIS  
IMPORTANT EFFORT.

THIS PAST AUGUST, THE JOINT REQUIREMENTS OVERSIGHT COUNCIL OF  
THE JCS GAVE ITS GO-AHEAD TO MILSTANDARDS AS A TOOL TO  
CONTROL PROLIFERATION OF DIGITAL MC&G SOLUTIONS. THE FIRST OF  
THESE MILSTANDARDS SHOULD APPEAR LATE NEXT SPRING.

THE REVISION TO DOD ACQUISITION DIRECTIVES THIS PAST SEPTEMBER, WHILE CONTROVERSIAL, CAUSED KEY ELEMENTS TO BE INSERTED TO FLAG MC&G DATA AND DATA BASES AS DESIGN AND TEST PARAMETERS OF SYSTEMS UNDER DEVELOPMENT. SYSTEM MANAGERS WILL HAVE TO USE STANDARD DATA, FORMATS, AND MEDIA OR DEMONSTRATE THE NEED FOR, AND FUND, UNIQUE SOLUTIONS.

### VIEWGRAPH 22- DMA SEAL

AS DIRECTOR OF THE DEFENSE MAPPING AGENCY, I AM CHARGED WITH MAKING DECISIONS NECESSARY FOR BOTH THE AGENCY AND MC&G IN GENERAL. THE DECISIONS THAT MAKE IT POSSIBLE TO COPE WITH THE CHANGE I HAVE BEEN DESCRIBING WILL BE DIFFICULT AND, ON OCCASION, DISAGREEABLE.

WE ARE, HOWEVER, ALL IN THIS TOGETHER. EFFECTIVE COMMUNICATIONS BETWEEN DMA AND THE SUPPORTING AND SUPPORTED ORGANIZATIONS ARE KEY TO DECISIONS THAT PROPERLY MESH OUR MUTUAL INTERESTS. MY STAFF IS NEVER FARTHER THAN A TELEPHONE CALL OR ELECTRONIC MESSAGE AWAY FROM YOU, AND I TRUST THAT WE CAN REACH YOU AS READILY. REMEMBER THAT COMMUNICATIONS IS A TWO-WAY STREET, AND THAT EFFECTIVE LISTENING IS HALF OF COMMUNICATING. IF YOU EVER FIND ME OR MY STAFF FAILING TO HEAR YOU, LET ME KNOW.

WE HAVE LAID BEFORE YOU A FULL AGENDA IN A VERY CHALLENGING AND DYNAMIC ENVIRONMENT. WE CAN AND WILL

MEET THAT CHALLENGE AND CONTINUE THE HIGH QUALITY OF VITAL  
SUPPORT TO OUR COMBAT FORCES THROUGH A RESPONSIVE,  
COMMITTED, TOTAL SYSTEM OF MC&G SUPPORT THAT INCLUDES ALL OF  
YOU HERE FOR THIS CONFERENCE.